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the Deputy Directors in the personnel planning and policy processes.

10 -- Better relate training to personnel development by giving supervisors the responsibility for judging the training needs of individual employees.

-- Organize logical Groups, below Directorate level, on either a grade, function, program, etc., basis which, for their members, would implement the personnel policy guidances and instructions of the Directorate.

-- Establish Directorate standards for selecting candidates to attend senior schools or courses.

-- Establish Directorate policy and standards for approving external full-time and part-time training.

-- Establish minimum training standards for managerial positions and for occupational positions or groups when training is considered significant for job performance and employee development.

13 -- Develop procedures to handle potential surplus cases, including the following elements: counseling, consideration for retraining and/or reassignment, and notification of surplus status.

There is a need to establish panels or career services along job or functional lines.

Increased employee access to training and educational opportunities (internal and external) should be provided.

There is a need for planning and acting upon individual development, within and above component level.

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to increase employee access to training and educational opportunities (internal and external).

to have a system to insure that employees will be able to update their professional skills.

to have a sabbatical program to place some employees in academic or professional jobs outside the Agency.

to overcome syndrome that going off to training removes employee from assignment and other considerations.

Recommend training criteria be developed by each Deputy Director.

Criteria to be developed by Deputy Directors. EASG consider in modified MOS system.

5. Do you have published and disseminated criteria for employee training? Please submit a copy of some.

Response: Slightly more than half of the Career Services claimed to have published training criteria. Several have worked out kinds of training applicable to different grade levels. A lesser number submitted copies of what they determined to be criteria for employee training. Very few Career Services actually disseminated this information to their employees.

6. Does your Career Service sponsor full-time (120 days or more in duration) external academic training? If so, please state number of cases and percentage against total Career Service strength in each of the last three fiscal years.

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Response: All Career Services acknowledged a policy supporting sponsored full-time training for their employees. Although a few did not sponsor such training during the last few years, the large majority cited none.

7. Does your Career Service circulate Questionnaires to its members on any periodic basis asking them to record their desires on assignments, training, etc.? Please submit a copy. If not, please describe how employees make known their desires about career development, etc.?

Response: The Career Services split down the middle on this question. Several cited the PRQ as evidence of their use of a questionnaire without addressing the question of the non-field assigned employee. Of those Career Services not using a questionnaire, line channels were frequently identified as the means of relaying this information from the employee.

1. Any consideration of establishing a new system (even a modest version) to identify groups of employees with common occupational or functional specialties along the lines of a modified MOS system must include the recognition that such a system must be fully computerized to be practicable and responsive to management use of such a system. OJCS resources are currently stretched beyond their capacity to be fully responsive to many of the basic requirements of the Agency today. It is worthwhile, therefore, to review the existing systems that relate to the identification of employee and position occupational groupings and specialties.

2. The Agency has two separate systems developed and operated jointly by the Office of Personnel and OJCS which are designed to identify among other information, occupational specialties as regards Agency positions and employees. These systems are the Occupational Coding System (positions and employees) and the Qualifications Record System (employees and applicants) which are implemented within the Plans and Control element of the Office of Personnel.

The Computer Systems Analyst is concerned with the design of data systems for computer processing. The Computer Programmer is concerned with translation of the data systems requirements into instructions and logic to enable the computer to process the information. The Systems Programmer is concerned with the modifications and refinement of software provided by the computer manufacturer in order to meet program requirements. While each of these positions is closely related in terms of the basic occupational field, i. e., Computer Specialist, the specialized training and skill requirements of each position are sufficiently different to preclude their interchangeability.

Within other Federal agencies the qualifications requirements ascribed to each such position are rigidly honored in terms of approval of employees to encumber the position. In these circumstances, therefore, an employee assigned the occupational codes of a specific position can be assumed to possess the full credentials for and is performing the functions of the category indicated.

PASG suggests that the Office of Personnel now conduct further studies to determine the feasibility of expanding the present Qualifications Record System to serve these purposes. The need for computer reprogramming of the present system, however theoretically simple it may appear, could pose a practical problem in terms of OJCS's capability to assign resources to a project of this type. It should be recognized, therefore, that acceptance by top management of this suggestion could carry with it an obligation to make available some additional ADP resources.